



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CIVIL ENGINEER SUPPORT AGENCY

8 Mar 02

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ AFCESA/CEO
139 Barnes Drive Suite
Tyndall AFB FL 32403-5319

SUBJECT: Minutes of Lessons Learned and Best Practices Workshop, Atlanta GA,
26-27 Feb 02

1. **Workshop Objectives.** Share and collect lessons learned from industry and government. Receive updates from Air Staff in Manpower, Contracting, and Civil Engineering. Understand issues presented by the Air Force Audit Agency and General Council in relation to competitive sourcing.
2. **Administrative Announcements.** Mr. Don Blanchard, HQ AFCESA/CEOK (TRW), provided administrative announcements to the workshop attendees.
3. **Welcoming Remarks.** Col Larry Brittenham, HQ AFCESA/CEO, welcomed the workshop participants and thanked them for their support and participation. This provided an opportunity for open communications between the government and industry to share and collect the lessons learned and best practices.
4. **Workshop Overview/Objectives.** Mr. Don Blanchard, HQ AFCESA/CEOK (TRW), presented the workshop objectives listed above. This workshop was an opportunity to get the latest information on competitive sourcing and to address in detail lessons learned from past cost comparisons. HQ AFCESA was available for assistance if any of the participants wanted to work issues off-line.
5. **A New Strategic Sourcing Policy.** Col John Vrba, HQ USAF/XPMS, briefed a new strategic sourcing policy that is currently being staffed. The associated issues are to define service/agency core competencies that will provide a dependable warfighting capability and are based on criteria approved by the Senior Executive Council. In addition, the Air Force should take maximum advantage of existing alternatives to A-76, propose legislation to remove barriers to further efficiency, and establish a policy to maximize all efficiencies to avoid continued arbitrary quotas. The new policy premise should be based on keeping our core competencies and determining the best provider if it is a non-core function. Col Vrba addressed the approach to determining core competencies through the use of a decision tree and also looked at the alternatives we can do now. The Senior Executive Council has endorsed the approach and is working with the Senior Executive Group to define the criteria for determining core

competencies. The last step is to propose legislation to remove barriers that would impair this new policy.

6. Performance Based Services Acquisition (PBSA). Ms. Liz Hair, SAF/AQCP, briefed Performance Base Services Acquisitions. She addressed the philosophy PBSA, the statistics on the number of PBSA actions and the dollar value, the new legislation (National Defense Authorization Bill (FY02) and the various sections), the establishment of Procurement Executive Office for Services and what's available in the contracting toolkit. The bottom line to her presentation was that PBSA is everyone's business.

7. CE and Competitive Sourcing. Mr. Larry Dubbert, HQ USAF/ILEXO, briefed the competitive sourcing program in Air Force Civil Engineering. He addressed the goals, current program, strategy, and future of the civil engineering competitive sourcing program. He stated that CE is executing incrementally the program set in place the last few years. It has had a huge impact on the people and the culture of CE. Most of the remaining functions to be cost compared are relatively small. There may be some uncertainty in the future of the program, but it appears it is not going away.

8. Lessons Learned/Best Practices Discussion (Industry). Mr. Blanchard facilitated a discussion that laid out the steps of the A-76 process and encouraged input from the industry representatives. The process started with planning for the cost comparison and ended with post A-76 actions. Planning for the cost comparison and the development of the statement of work generated most of the discussion. Defining the requirement accurately and stating it properly in the statement of work were the major concerns. Several lessons learned were captured from this discussion.

9. Statement of Work - Exercise. Mr. Blanchard facilitated the exercise by using copies of service delivery schedules (SDSs) from the grounds maintenance and operations flight templates. The intent of the exercise was to obtain comments from both the government and industry personnel on how the SDSs were developed. Specifically, what items should be included in the performance objective, what will be the method of surveillance, and what will be the performance threshold. Method of surveillance and the performance threshold generated a significant amount of discussion.

10. Competitive Sourcing Perspective. This was the first presentation of the second day, which was a government-only day. Ms. Sharon Jenks, SAF/GCQ, briefed the current issues being worked by her office. The first issue was, does the MEO meet the requirements of the PWS? Here she addressed the adequate staffing of the MEO, cost of the personnel doing PWS work, and did the MEO include key personnel. The next item addressed was best value meaning same level of performance and performance quality. Ms. Jenks addressed the cases involving level of performance. She also addressed the subject of conflict of interest regarding the use of evaluators who hold positions in the function under study, the use of same contractor to develop the MEO and evaluate proposals, and use of the same contractor to develop the PWS and MEO.

11. AFAA's Role in the A-76 Process. Ms. Valerie Muck, AFAA/MSA, briefed the new role of the Air Force Audit Agency in the A-76 process. Effective 1 Jan 02, AFAA assumed partial

Independent Reviewing Official (IRO) responsibility for solicitations released after 1 Jan 02, and the AFAA will assume full responsibility 1 Jun 02. She also addressed what AFAA will do and what AFAA cannot do. Currently, AFAA is receiving classroom training on A-76 as well as on-the-job training. To implement this new role, AFAA is developing a process for keeping the IRO appraised of milestones and subsequent changes, updating regulatory guidance to reflect new process, and obtaining commitments from MAJCOMs and/or HAF for functional support.

12. Business Case Analysis. CMSgt Cheryl Rico, 89AW/LG, and her team briefed the business case analysis that was conducted on the 89th Logistics Group at Andrews AFB. This was a pilot program to test alternate procedures in lieu of A-76. This business case analysis involved over 800 manpower authorizations and saved the government over \$40M. This project was briefed as a major success.

13. Lessons Learned/Best Practices Discussion (Government). Mr. Blanchard facilitated a discussion that laid out the steps of the A-76 process. The process started with planning for the cost comparison and ended with post A-76 actions. Inputs from the MAJCOMs had been received and were placed on the briefing slides. Representatives from the MAJCOM submitting the lesson learned addressed the item. There was good discussion on the floor as the items were addressed.

14. Wrap-Up and Close. Mr. Don Blanchard, HQ AFCEA/CEOK (TRW), summarized the activities during the past two days. He reviewed the objectives of the workshop and asked if we successfully met our goals. The consensus of the attendees was that all objectives were met. Col Brittenham made some closing comments and thanked everyone for attending and participating in the discussions. He also requested that everyone fill out the critique form to determine how well we did and to improve on future workshops.


LARRY W. BRITTENHAM, Colonel, USAF
Director of Operations Support